

# **BOTSWANA UNION CONFERENCE**

## **Human Resources Committee**

### **Report to EXCOM**

**31 August 2023**

## **HUMAN RESOURCES COMMITTEE REPORT ON THE CREATION OF NEW IT DIRECTOR POSITION AND APPOINTMENT INTO THE SAME POSITION**

### **1. INTRODUCTION**

1.1. The HR Committee of the Botswana Union Conference (BUC) was assigned by the BUC Executive Committee (EXCOM) to look into the matter of creating an IT Director position as well as appointment into this new role, and then make recommendations.

1.2. The Terms of Reference for the assignment, as contained in the letter dated 20<sup>th</sup> June 2023, were to:

- a. Advise BUC EXCOM on the way forward regarding the creation of a new IT Director role & Appointment of IT Director: Mrs. Aobakwe Peddy Armando.
- b. Establish the need for IT Director Position.
- c. Look into IT Officer vs IT Director responsibilities.
- d. Consult SID IT Officer re recruitment (appointment) of IT personnel.
- e. Consult BUC Officers re intent of creating IT Director position & appointing A P Armando to new position.
- f. Consult former BUC Officers & Armando regarding the creation of IT Officer role.
- g. Appreciate GC Auditors' concern re Mrs. Armando's service record & advise on the way forward.

### **2. METHODOLOGY**

2.1. The HR Committee considered documents availed to it on the subject matter and requested additional documents considered necessary.

2.2. The Committee held meetings with various officers of BUC and SID to find out information, clarify matters and glean the way forward that is best suited to BUC. The following meetings/interviews were held:

- a. BUC – President Pastor S. Ben, Executive Secretary Pastor K. Matwetwe, and Chief Financial Officer Ms. S. Mogojwa. This was a joint interview, meant to establish the imperative for the IT Director role, how it compares with the IT Officer one, as well as the GC Auditors' concerns regarding Mrs. Armando.
- b. Former BUC Chief Financial Officer, Elder G. Mpofu. Here the Committee sought to establish the background and circumstances concerning the appointment of Mrs. Armando, the specific role she was appointed to, as well as the duties involved.
- c. SID – Elder T. Moyo the Chief IT Officer. This was primarily to establish the IT needs and priorities for BUC, considering the SID expectations and guidelines. It was also to find out the procedure to be followed in appointing someone into an IT role, which procedure is applicable to BUC.
- d. All those interviewed were also requested to avail any documents considered relevant for this assignment, such as policies, job descriptions, correspondence, offer letters and approvals.

2.3. The HR Committee then had meetings to consider the findings, the way forward and make recommendations.

### 3. FINDINGS

3.1. The HR Committee made various findings from the meetings:

- a. SID is expected by BUC to provide guidance and support to the latter. This was also confirmed by the SID head of IT, the CIO.
- b. BUC has an Information Technology function resourced with one position, occupied by one individual. [The actual job title emerged as an issue for BUC management to resolve.](#)

- c. The IT function at BUC was under-capacitated thus, necessarily leaving some functions of IT not done.
- d. SID viewed the IT function at BUC as an important function that was operating at a sub-optimal level. The same concern was expressed by the BUC leadership. The function had to be better capacitated to add adequate value in view of IT requirements at BUC, SID, and other affected church structures.
- e. According to SID, a possible IT structure would have three levels of operation; namely:
  - 3.1.e.1. Entry level
  - 3.1.e.2. Mid level
  - 3.1.e.3. Head of function level
- f. SID had capacity and willingness to assist BUC in resourcing the IT function.
- g. The IT incumbent at BUC was engaged at below entry level and was functioning at entry level. Their expertise and experience was consistent with and were aligned with their level of functioning.
- h. There was an anomaly with the salary reviews of the incumbent and an audit query had been raised by GC Auditors.

#### 4. RECOMMENDATIONS

- 4.1. BUC should develop an IT function structure to have at least two levels – Entry level and the Supervisory/middle level. This was also the recommendation of the SID head of IT. The positions should be labelled in a manner consistent with the level and the labelling practice within BUC and SID. A detailed job description should be written for each role, with the assistance of SID.
- 4.2. Recruitment for the higher position/s should be done following normal processes of:
  - a. defining Job Descriptions,

- b. advertisements, followed by
- c. interviews, then
- d. appointment, after approval by the relevant authority.

4.3. SID should be involved at all stages to provide recruitment capacity.

4.4. BUC should address the salary review anomaly of the incumbent at IT and normalise the situation, applying BUC Pay Policies.

4.5. BUC should initiate an audit of its human resources practices to identify and rectify any improvement areas.

## 5. CONCLUSION

The HR Committee has duly completed the assignment and presents its Report and Recommendations accordingly.